



• Issue Feature — Recovery In Derby & Shelton •

THE above view shows the present business activity at one of the Shelton plants which was vacant in 1933—an outstanding example of the efficient work done by the Derby & Shelton Board of Trade and Messrs. L. R. Darling & Benjamin Slade.

CONNECTICUT INDUSTRY

SEPTEMBER
1936

COAL

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T.A.D. JONES & CO. INC.
NEW HAVEN

CONNECTICUT INDUSTRY

September . 1936

VOLUME 14 NUMBER 9

L. M. BINGHAM, Editor

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 50 Lewis Street, Hartford, Connecticut. Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription Rates: \$4.00 for 3 years; one year, \$1.50; 20¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.

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KEEPING THE ROAD OPEN

By E. KENT HUBBARD

The American people have been moving along the road of freedom since 1776 when our unique mode of life began. Contrary to all previous practice it held that the individual was no longer the ward of political government; that rules were to be restricted and limited in their power over the individual. Three rights he was given under this new system—economic freedom of action, opportunity for the exercise of that freedom and security in the having and holding of whatever he might acquire lawfully through his own efforts.

In such an attitude of mind grew the fertile seeds of enterprise unhampered by a heavy expense load of government to thwart its continued expansion—its good accomplished in terms of ever increasing employment at higher wages. Asking no odds, this seven per cent of the world's population created in the 160 years following, more than half of the world's wealth and distributed it so widely that the citizens of nearly 60 nations have crowded through our doors whenever they were open. That this condition of the average man in America, however imperfect it may be, has acted as a magnet for the nationals of so many other countries, is convincing proof that life is better in the United States than in the government-ridden nations which many would now have us follow.

An honest recognition of these facts and conditions should make us unashamed of the road we have traveled. If we would resume the onward march of progress in America recovering and even advancing the business activity we once had, we must as a people change our state of mind. We must, as a majority at least, stop believing that government agencies can stimulate any continuous employment comparable with that produced by private enterprise. To do that we must throw overboard all hallucinations of regaining "paradise lost" without hard, concentrated and intelligent productive effort and the exercise of a sensible prudence in our spending.

If we "face ourselves" in the right direction we shall next exert every effort to see that the candidates for all elective offices, both national and state, shall be the type who have faith as we do in the superior advantages of private enterprise over government magic, before they are honored with our votes. They should be men and women who realize that industrial and commercial enterprise must be given a chance to "breathe" if they are to prosper and continue to give forth greater employment and wealth.

Let us keep "the road of freedom open" by seeing to it that the right candidates make our state laws for the next two years; our federal laws for the next four.

STATE PRODUCTS TOUR SCHEDULED

By CLIFF KNIGHT

Editor's Note. The general interest in the idea of a Connecticut Industrial Display Train, first discussed in the article "Let's Take Connecticut For A Ride," in the July issue of *Connecticut Industry*, became crystallized early in August after receipt of many favorable inquiries from manufacturers. Because of lack of time to do the field work and the general preference shown for a 30-day trip instead of 42, the train was scheduled at press time to leave October 3, returning on November 1, after showing Connecticut products in 38 cities in 18 states. This tour will mark the most dramatic episode in Connecticut marketing history since the days of the Yankee Peddler. Chambers of Commerce have been cooperating with the state-wide organizations and the train management in arranging the details of the required minimum train of at least four exhibition cars, and necessary pullman cars to provide business and sleeping quarters for sales representatives and company executives. In the event details cannot be completed in time to carry out the present plans a later schedule will doubtless be announced.

ALTHOUGH plans for a Connecticut Industrial Display Train to carry exhibits of Connecticut's industrial and agricultural products were only recently formulated, all indications point to a most successful

culmination of the objective. The forward looking project, which is sponsored by the State of Connecticut Publicity Commission, in cooperation with the Connecticut Chamber of Commerce, and Manufacturers' Association of Connecticut is endorsed by Gov. Wilbur L. Cross.

Chase Associates, Inc., is directing the project from offices recently located at 15 Lewis St., Hartford. Associated with Mr. Chase is Eric Foster Storm, manufacturer and representative of Meriden. Hartford newspapers have already indicated a generous use of space for the project and inquiries began to come in immediately following publication of early releases on this story.

The train of special exhibition cars, some of which may be devoted exclusively to the exhibits of the products of one city or company, is scheduled to leave Hartford on October 3 to visit 38 major cities and eighteen states, and will cover a sixty-three hundred mile route. It is planned that the itinerary of the train will follow the Great Lakes, stopping at Erie, Milwaukee, Madison, Minneapolis and St. Paul, then go directly south to Des Moines. It will then roll south to San Antonio, after visiting 13 other Nebraska, Iowa, Kansas and Oklahoma cities, and then east to New Orleans, and then on through to the east stopping at various cities en route, the last stop on the schedule being Wheeling, W. Va. The suggested route will cover almost seven thousand miles, and the train will travel over nearly a score of principal lines.

Since products of the state will be dramatized across

(Continued on page 7)

CONNECTICUT INDUSTRIAL DISPLAY TRAIN

1936



ILLUSTRATED
BY
KENNETH L. SHERMAN

DRAWING illustrating type of Exhibition Car to be furnished by the New Haven Road. Cars to be painted in the state colors, blue and white, either with or without name of city, depending whether or not all products on one car are from a single community.

DEPRESSION WHIPPED IN DERBY AND SHELTON

Editor's Note. This is the first actual story of Connecticut community rehabilitation brought to our attention since the depression. We hope we may have occasion to report similar interesting and stimulating stories about other communities in the future. Some, we feel, are now in the making.

A strong offense is the best defense", are the words oft repeated or held uppermost in the minds of many athletic coaches. Many times such tactics have proved successful not only in the field of athletics but in organized business and in the "game of life". That's what took place in Derby and Shelton starting in January 1935 and proved the athletic adage 100% by July 1936.

Seven long years of ebbing employment, bank balances and business had been the experience of this community, up to January 1931. Ominous gloom spread like a blanket upon the combined population of some 21,000 people as they looked on helplessly at the spectacle of the business blight which was slowly crushing the life blood out of one after another of their home industries. Some moved away to consolidate for safety with affiliated concerns elsewhere while others either gave up the ghost and "shut up shop", or scaled down the erstwhile busy hum of machines almost to a whisper.

From all outward signs the twin Housatonic River cities were all done for industrially as people went on relief in large numbers. Counting their job losses at more than 1,000, city officials were forced to increase their poor relief appropriations. Merchants looking over their shelves and counting their dwindling receipts went about with wan faces. The tragedy of the business blight was the "talk of the town".

Looking about the towns for the local cause of the trouble, an observer would have discovered that The Harris Seybold Potter Company, makers of printing presses for the U. S. government, had closed down its plant, moved to Cleveland, Ohio, leaving 250 skilled tool makers and machinists to shift among the leisure class. The Bassett Metal Goods plants closed its doors accounting for the loss of 400 more jobs. Seeking to keep pace with dwindling orders by consolidation of one outlying plant after another with its home plants in Meriden, the International Silver Company moved its Derby plant operations to Meriden adding 200 more employees to the ranks of the local jobless. Farrel-Birmingham Company, makers of rubber, sugar and paper machinery, with headquarters across the river in Ansonia, advised next that they were consolidating their Derby plant activities with their home plant. Two hundred and fifty more men had no place to go when the few remaining whistles called to work.

When the "ghost of silence" walked in the 450,000 square feet of floor space vacated by the factories just mentioned, and when men and women pinched dwindling pay envelopes for short time work in other plants, homes commenced to be vacated. Many families doubled up. Some sought better conditions by moving to other cities. Still others huddled in cheaper tenements.

Silver Lining Begins to Show

Already alert to the seriousness of the situation, the Derby-Shelton Board of Trade, first organized in 1889 and which had functioned in other depressions, began quietly to work out a program. No large relief projects were sought of the Federal government, no ballyhoo started, or letters sent out to bring in new industries. Only such relief as had become a regular part of New Deal routine was accepted. Instead L. Raymond Darling, executive of the Derby Savings Bank and secretary of the Board of Trade started to make frequent trips to New York in search of new enterprise. Always he had some type of a lead to follow up which he had heard of through friends of the town or from previous letter inquiries concerning factory locations available in the area. Although a little advertising was done in New York metropolitan newspapers most of the leads which developed were acquired through the first two methods mentioned.

First on seeing the empty factories available for a song, Mr. Darling tried to interest local business men in buying the plants for the very low asking price, repairing and renting them to smaller organizations in any subdivision required. Said he, "You can't expect at this time to get any concern to take over and operate such a large amount of floor space. If you will acquire these properties and put them into shape, they can be rented out in time to a number of smaller companies."

But the Derby and Shelton business men couldn't be persuaded to take the chance. Ben Slade, an attorney of New Haven, was next given the same sales argument, and he was convinced. First the Bassett plant was taken over by Mr. Slade and the Shelton Industrial Corp. formed. After making repairs, Mr. Slade, aided by Mr. Darling, began to do some hard consistent work in securing tenants for the revamped industrial quarters. The Empire State Novelty Company, makers of metal novelties, was the



THE hum of present activity in one of two factories which were deserted in 1933.

first company to rent quarters. Fifty employees were hired. The Derby and Shelton Silver Company, making table silverware, came next with 60 employees. Then came the Claire Knitting Mills Corp., makers of sport knit goods, employing 50; the American Hat Co. of New York and James Schneider, Inc., makers of toys. Also persuaded to pay rent to Mr. Slade in the Bassett building were the Slipco Company of Bridgeport, women's dresses; and the Wire Novelty Company of West Haven. All told more than four hundred employees now go to work in Mr. Slade's building where only four hundred were previously employed by the Bassett Metal Goods Company in the same factory space. Next he took over the Harris Seybold Potter Plant and it was shortly sold to the Victory Textile Printing Corp. of New York which used half of the plant itself and released the remainder to its subsidiary, the Derby Dyeing and Finishing Corp. and to the Triangle Piece Dye Works, Inc. The total number of persons put to work here was 250, the same number formerly working for the Harris Seybold Potter Company.

In other plants came the Mullite Refractories Co., of New York (old bolt works plant) to make a new process fire brick. With this new product costing about half as much to produce as similar products made under an old process, the Mullite Company has made excellent progress in entering the fire brick market.

The Kane Products Company, a branch of a Newark, New Jersey concern, leased the site of the former Holmes Mfg. Co., to make automobile carburetors of a new scientific design intended to increase automobile mileage tremendously, to the delight of the motorist and the dismay of the gasoline producers and gas station proprietors.

The Die Casting Company of Derby was organized by industrialists from New Rochelle, N. Y. who erected a new factory on River Street and employed 25 persons. Farrel-Birmingham Company then reopened its plant giving employment to 125, and the International Silver Company plant has been sold to the DeJur Amsco Company of New York. Three hundred people are now being employed by the DeJur Amsco Co. in the production of radio parts where only 200 found jobs before with the International Silver Company at the same location.

Although a much earlier arrival in the Derby and Shelton area, the Sponge Rubber Products Company should be mentioned as playing a prominent part in the rehabilitation of the community. Through the encouragement of the Board of Trade this company, with less than 30 employees, opened its plant in Derby in 1929 to make sponge rubber products. Three men, F. M. Daley, L. D. Smith and William R. Todd, formerly connected with the U. S. Rubber Company of Naugatuck received a limited amount of financial backing from a certain financier in the Naugatuck area to progress some ideas in rubber manufacture which this gentleman financier considered sound.

Starting with the one factory and limited capital, these three young men have built the business up from less than 30 employees to nearly 300, and now operate plants in both Derby and Shelton, and will shortly enlarge their Derby plant. They now make literally hundreds of different kinds of products of sponge rubber from soap containers to toys, floor covering pads and other items of utility. Sponge rubber products are just what the name indicates, rubber which springs back when compressed by the hand and which is similar in appearance to a sponge. Made from a mixture of crude rubber and other ingredients including baking powder, it is baked in an oven just like

bread until it rises to a predetermined point. It is then cut up and made into a multiplicity of products.

Now after nearly two years of concentrated effort on the part of Messrs. Darling and Slade and the cooperation of Board of Trade members, Derby and Shelton do not have a vacant foot of floor space available for occupancy, and approximately 50 more persons are employed than in 1929 prior to the business decline. There is some land for building factories but it is by no means plentiful. There are also other reasons for smiles instead of frowns.

The Derby Savings Bank, of which Mr. Darling is an executive, which is the only savings bank in the Derby-Shelton area devoted exclusively to savings has noted an increase of deposits of \$225,000 in the past two years. Payrolls for the first four months of 1936 were 83% greater than payrolls for the same period in 1933. For the period from March 1933 to March 1936, payrolls were \$3,595,326 as compared to \$2,741,088 in a similar period three years ago.

With nearly \$1,000,000 additional flowing into the commerce of the community, it is little wonder that Derby and Shelton are happy and that the people look with respect and admiration upon the Board of Trade. It showed its appreciation of the accomplishment by recently insisting that Mr. Darling continue for his 12th term as secretary and treasurer of the Board, and that its president, state senator Henry M. Bradley, Jr., also continue in that office. Others elected as officers include: Frederick M. Daley, president of the Sponge Rubber Products Co., as vice president, and Edgar G. Rhodes, production manager of Derby Gas and Electric Company, as second vice president.

Local Victory

A recent canvass of Derby-Shelton business men indicates a general belief that the industrial recovery in the area is purely a local affair having nothing whatever to do with the general improvement elsewhere. Since the rebuilding of employment and payrolls to a point above pre-depression days was largely the result of attracting new industries to the community by local enterprise, there is everywhere among business men a sense of gratification. At the same time there exists a strong distrust of artificial stimulation of business by governmental funds. Said Mr. Darling, "The great outpouring of public funds by the government on relief projects, while a means to put money into the hands of the people, has got to come to a halt before long. Permanent business recovery must be based on something more substantial."

An indication of how one of the newcomers looks upon the area may be taken from a recent statement made to a representative of the Waterbury Republican by Abraham Strasberg, president of the Claire Knitting Mills Company. Said he:

"Our business is excellent and it is not due we feel to the general improvement trend throughout the country. We manufacture a style product, (sweater, polo-shirts and other knitted garments) and our business went into a depression of its own way back in 1921. Our business was actually better during the national depression than it was in the so-called national boom days."

Further Mr. Strasberg stated that he had decided to move his business from New York to the Derby-Shelton area only after a thorough investigation of the advantages as represented to him. He said that he had found that all the claims for cheap power, reasonable rents, congenial labor relations and good transport facilities in the area were true.

STRIKES IN RELATION TO ECONOMIC TRENDS

By HAROLD F. BROWNE

*Department of Industrial Management,
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A STRIKE may be defined as the cessation of work by employees as a mass protest against some feature of working conditions, or against a rumored or announced change in these conditions, in order to bring pressure to bear on the employer, and through suspension of production, to force him to accede to or consider their demands.

The power of the strike as a weapon in industrial controversies can hardly be challenged. The question is whether it is worth the price. There are cases where an ill-timed strike has been welcomed by the companies affected. It has provided an excellent reason for discontinuing production for which, at the time, there is little market or when a more than ample reserve is in warehouses, and when the plant is being operated mainly to provide some employment and hold the working force together.

More frequently, however, strikes are called when plant operation is on the increase and cessation of production is wholly unwelcome. Not only are delivery dates of orders on hand seriously interfered with, but it may be impossible to book orders for future delivery. Customer good-will is endangered and there is a strong probability that some accounts will be permanently lost. The whole organization is to a greater or lesser extent demoralized.

The employees are also losers. Their earnings are cut off while the strike is in progress and, if this period is protracted, temporary inconvenience is succeeded by want and misery. Usually some strikers fail to regain their jobs when the strike is over, because they are believed to be guilty of violence or sabotage, or because the company is unable or, for a variety of reasons, unwilling to restate them.

Moreover, the effects of a strike do not end when an agreement is reached providing for a resumption of operations. Like other forms of warfare, strikes leave behind them the scars of battle and the bitterness of violent conflict. No matter what the terms of a strike settlement, neither side is really victorious. The feeling of natural and unforced friendliness which characterizes employment relations in so many companies is effectively killed by a strike, and its reconstruction often seems hopelessly impossible. Employees who were not in favor of striking, but who either considered it expedient to join the strikers or were deprived of their employment because of the strike, are bitter against their fellows who forced this situation on them, and this feeling may in time be transferred to the company because it may seem unreasonable in failing to reach a settlement. If the terms of settlement fall far short of what the strikers expected to obtain they are resentful that their sacrifice has brought little, if any, reward, and regard the management as a victorious enemy who,

because of its victory, is the more an enemy. If the management is forced to yield terms which it believes are unreasonable, it regards itself as the victim of conditions to which it must bow but which it none the less resents and plans to overcome in the future, if possible. Resumption of work after a strike has many characteristics of an armed truce.

If, regardless of the terms of settlement, neither side really is the victor in a strike, and the issues are really not settled, why does the strike persist as the chief method of dealing with industrial controversies? The question is as natural as it is trite. Perhaps the best answer is provided by a glance at Europe, where only two decades after the most disastrous conflict in history, with the horror, bitterness, and futility of war still fresh in the recollection of the present generation, and with a comprehensive machinery available for the amicable settlement of international disputes, men still regard war as the inevitable last resort when arguments fail. In short, it seems to be assumed that the only unanswerable argument in any dispute is superior force. As long as the human mind insists on disregarding the logic of facts and past experience, preferring to hope that the future will be different, a resort to force will continue to hold the attraction of possible victory.

Reasons for Strikes

If it were possible to classify strikes over a period of years by their results, the tabulation would provide significant evidence of their ineffectiveness. It would, however, be impossible to construct such a statement for two reasons in particular. First, who could be a judge of which party won the strike? Repeatedly both sides have claimed a victory when a strike settlement is announced. The desire to save its face, to give to the public the impression that the terms of settlement are its own, inclines each side to belittle its concessions and magnify the importance of clauses giving effect to its demands. The uninformed reader is likely to conclude that a happy solution has been found which completely satisfies both contestants, whereas the truth of the matter probably is that behind each mask of apparent satisfaction is a smoldering but bitter resentment that circumstances have deprived a just cause of a deserved victory. Again, both sides have lost.

A second reason why it is impossible to tabulate the results of strikes is that the real results may not be known for months after the terms of settlement are announced, and may never be known to those outside the organization. The 5% increase in wage rates reluctantly conceded by the management in place of the employees' demand for 15% may, under some conditions, make further competition for some business impossible and consequently result in loss of jobs. Under other conditions, it may effectually halt fur-

* Published through the courtesy of the National Industrial Conference Board who made the study public in its Service Letter of June 30, 1936.

ther intention to grant a larger increase voluntarily. If a union has been successful in gaining a strong foothold and recognition in a plant, its initial victory is likely to lead to further demands which may again close down the plant. The management, disgusted by what it considers the unreasonable attitude of labor, may decide to transfer a part or all of its operations to another community, leaving local labor with a victory in which it has won only unemployment. A strike settlement settles nothing except for the moment.

One wonders what proportion of strikes is really attributable to such extreme dissatisfaction with employment conditions and economic factors as to induce workers to quit their jobs rather than continue longer under the unsatisfactory conditions, and what proportion is brought about for reasons of union strategy or results from other similar causes. For two reasons, union policy is likely to cause strikes which have no real economic justification.

The Part Played by Union Strategy

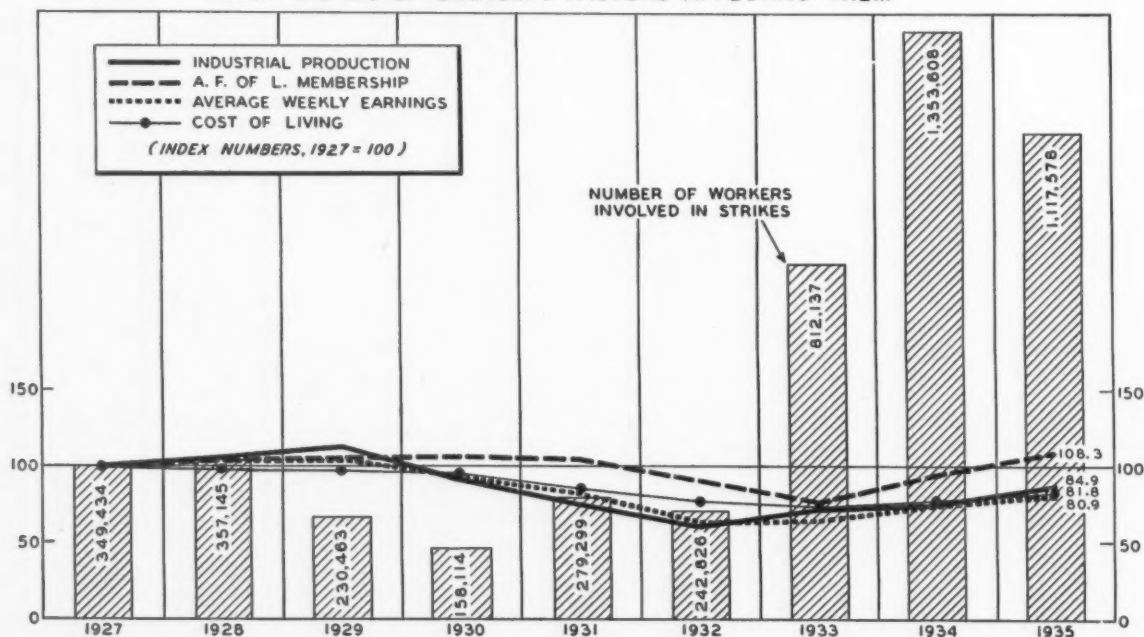
In the first place, it is incumbent on an organization which depends for its existence on regular dues or assessments to prove to its members that their interests are being protected and that continued support is a good investment. To accomplish this, it is necessary to secure terms from employers which noticeably improve working conditions. The most popular form which such improvement can take is either higher wages or the same wages for fewer hours worked per week. If a union presses demands of this character and they are rejected by employers, the union, if sufficiently committed, must at least threaten a strike, and often call one, or lose the respect of its members. Unions comprised largely of younger men are more subject to the insistence of members that a strike be resorted to than are those composed largely of mature men with family responsibilities, who use more

discrimination in deciding whether a situation is likely to be improved or made more difficult by a strike.

A second cause of strikes which is frequently unrelated to economic justification is the need to create solidarity or group consciousness in new members, as well as to force unenthusiastic prospective members into line. For example, efforts to organize a particular plant have not been very successful. A portion of the working force has joined the union, but the majority hold back. The various devices known to union organizers are tried with only partial success. Even some who have become members show signs of weakening and may drop out at any time. If, however, there is a militant minority, particularly if they are so distributed by occupations as to be important cogs in the production line, much may be accomplished by making stiff demands on the employer and, if they are rejected, by calling a strike. It gives the young and enthusiastic members an opportunity to prove themselves staunch upholders of social justice. It tends to hold in line the wavering members who hesitate, because of probable consequences, to desert at such a critical time. It places non-members in the unenviable position of having to choose between appearing to side against their fellows, if they remain at work, or of joining in the strike and so definitely aligning themselves with the union. Once these doubtful ones are drawn out on strike, their adherence to the union is considered assured because having definitely, no matter how reluctantly, ranged themselves against the employer, self-preservation will dictate the need of allying themselves with the union.

Those who are disdainful of employees who join unions without any real desire to do so are ignorant of the influences that can be brought to bear on them by shrewd organizers. It is not pleasant to be constantly informed that you are blocking the progress of your fellows because of your inertia, or worse still, from cowardice. It is not

THE PREVALENCE OF STRIKES
AND TRENDS OF ECONOMIC FACTORS AFFECTING THEM



pleasant to be warned that when the union gets control of the situation there will be no jobs in the plant for those who were too spineless to work for the common good. It is not pleasant to be informed by your wife at night that her friends, union members' wives, have pointedly shown that her society is no longer agreeable to them, and to be asked by your children why their playmates mock them with the term "scab" and will have nothing to do with them. Even without threats of physical violence, the way of a man who wishes to remain independent of unionism can be made very hard.

Strikes and Economic Conditions

Since strikes are supposedly protests against working conditions or against living conditions made necessary by inadequate earnings, there should be considerable correspondence between industrial disputes and those economic factors which bear directly on the industrial situation. An attempt to discover such a correspondence is shown on the accompanying chart. The prevalence of strikes is measured by the number of workers involved in strikes as reported by the United States Bureau of Labor Statistics, for the reason that this seems to be a more accurate measure of strike activity than the number of strikes. These figures are now being revised by the Bureau of Labor Statistics, and figures for 1935 are not strictly comparable with those for preceding years. Revised figures for 1934 indicate that changes will be relatively so small as not to affect the validity of the comparison.

The economic background is provided by the Federal Reserve Board index of industrial production, since strike frequency is believed to bear a general relationship to industrial activity, and by average weekly earnings and changes in the cost of living computed by the National Industrial Conference Board. In addition, changes in membership of unions affiliated with the American Federation of Labor are indicated. Except in case of Federation membership, which is an annual figure, the monthly average for the year is the figure used and index numbers show the trend as related to 1927 as 100.

From 1927 through 1932, the average number of persons on strike follows fairly closely the trend of economic factors, although it might perhaps be expected to be higher in 1929. Beginning in 1933, however, the number on strike displays complete independence of the economic factors. While industrial production, weekly earnings, and the cost of living advanced at a moderate rate, and union membership somewhat more rapidly, the number on strike increased three and fourfold during 1933, 1934, and 1935 in comparison with preceding years.

This might be explained as the boiling over of grievances that had accumulated during the depression when striking would be merely job suicide, a bitter resentment against economic conditions which made life so difficult, with the employer as the victim of this resentment merely because he represented the source of the much abbreviated wages. When business started to improve, the time might be considered ripe to demand an improvement in conditions with some chance of success. This may have been a factor, particularly in combination with what is probably the main reason—the National Industrial Recovery Act—and the generally sympathetic attitude of government toward labor union activities. This new development in the situation apparently released the strike factor from correspondence with general economic trends. It is also clear that the increase in number of workers involved in strikes is out of all proportion to the gains in union membership.

It seems, therefore, that the epidemic of strikes during the last two or three years is only remotely related to economic factors. Of course, the worker's economic status is susceptible of indefinite improvement, as is the case with most other persons, so that it is always possible to demand better conditions. But if the correspondence between the number of persons on strike and the status of industrial activity, weekly earnings, and the cost of living between 1927 and 1932 may be regarded as fairly normal, there has been nothing about these economic movements since 1932 to account for the tremendous expansion in strike activity.

STATE PRODUCTS TOUR SCHEDULED

(Continued from page 2)

eighteen states to millions of consumers through newspapers, radio, and talks before various civic organizations, it is safe to assume that Connecticut business will be stimulated to a profitable degree. The train will be so routed that it will visit the richest buying sections of the country. The state of Iowa, for instance, has a huge potential buying power and little or no manufacturing.

ReXall is now on the road and meeting with tremendous success. Marshall Field booked \$1,500,000 in orders on a recent trip. The states of Maine, Vermont, and Colorado have sponsored similar trains with amazing success.

In a statement addressed to the people of the state, Saturday, Aug. 15, Gov. Wilbur L. Cross said:

"Confident that our state will benefit greatly from the Connecticut Industrial Display Train now being organized for an 8300-mile tour, I commend this project to our industries and our people with my personal endorsement of the co-operating agencies.

"This venture will present to some million visitors in twenty-two states a graphic exposition of the various industrial and agricultural products of Connecticut. It will produce new business, bring added good will and publicize our state and its resources over a wide-spread territory. I trust that it will receive wide-spread support.

(signed)

WILBUR L. CROSS, Governor

NOTE. Above statement made after arrangement of first itinerary.

Philip Minot Chase, who is in charge of organizing details, is one of the foremost travel advisers in the East, having had wide experience in that line of endeavor. Eric Foster Storm, manufacturer's representative, who has traveled the territory through which the itinerary will take the train, is associated with Mr. Chase as his assistant in the train management. The telephone number of the organization office is Hartford 2-6852. Representatives of the train will be glad to meet with anyone desiring further information regarding rates, space, or itinerary, either at the offices in Hartford or at the convenience of the company, at its own plant. In view of the fact that as many as thirty thousand persons inspected the state of Maine's exhibition train in a single day, it is not believed that Connecticut manufacturers, especially of consumer products, will care to miss a similar opportunity for more firmly establishing bonds of friendship and demonstrating the merits of Connecticut-made merchandise.

THE INFLUENCE OF COLOR IN MERCHANDISING

By H. R. GOGAY, President

American Merchandising & Marketing Service, Stamford, Conn.

Editor's Note. This is the third in a series of articles on merchandising written for *Connecticut Industry* by a man well acquainted with production technique, but who has realized for nearly twenty years of his experience in merchandising that the moving of goods into consumers' hands is now industry's greatest problem.

THIS is not an article arguing in favor of the use of color in merchandising. That issue is already settled for the majority. Anyone going to the market place today without color will find lean pickings. It is no longer a question as to whether one should use color, but how; and this brings up the why.

Running counter to human nature is not a profitable thing to do and yet merchandisers who ignore color are doing just that. The central fact in regard to color, is, that it is *natural*, and that it is a *force*.

Color is as necessary to humans as the air we breathe; the water we drink. Deprived of air we suffocate; of water we die; of color, we become mentally depressed, mentally sick.

Color is a *force*. It can attract or repulse. It can stimulate action or retard it. Under some conditions and in relation to some things, it is even a more powerful brake to action than a motive force.

Color sensations reach our consciousness through the nervous system in the same way that all other sense impressions do. And we react to them in similar fashion. As individuals, we like some colors and dislike others; in the same way as we like some foods and dislike others; and our preferences for music differ, and so on all down the line of sense impressions. The point I wish to make is that color is a group of sense impressions that are just as natural and necessary to human well-being as all the other sense impressions that constitute life. And what is of great importance to the merchandiser and advertiser to realize is that color is a force that stimulates and retards action.

Thinking along the lines of sense impression, which is really the fundamental basis of all thinking in color, we find that the environment in which we view any certain color modifies and even changes our reactions to that color. A red for example, will receive varying degrees of appreciation coincident with its environment, and appreciation may in some cases be transformed into actual dislike as the environment in which it is viewed changes.

For a manufacturer to use color, simply because another manufacturer is doing so, is not necessarily a good, sufficient, or even a commonsense reason. And to follow another's color "motif" may be still more illogical. There is only one legitimate reason for using color in merchandising and advertising, and that is, to enable one to present, to set out as it were, one's product to a prospective purchaser, in the most efficient, appealing manner possible. We may elaborate on this statement, bringing in all its

phases, but when all is said and done, the situation boils down to just that statement.

It has been calculated that 80% to 85% of all of our knowledge is based upon what we see. Permit me to enlarge upon this; it is important. Take one example rooted in Life itself. We men choose our sweethearts and wives, at least in the beginning, on what we see. And what we see is presented to us in the most efficient manner possible. Through countless ages woman has learned the art of "proper presentation". And in this art of "proper presentation" color forms a vital part.

The earliest remains of mankind include "make-up" for woman. If a lady of Babylon, Egypt or even still further in the background, of Cnossos, were to return to us and visit the modern beauty parlor, which is one of the first things she would do, she would be quite at home. Lipstick, rouge, powder, creams, lotions—she used them all when she was doing her part back yonder. Her first comment would probably be that they were not quite as good as she was accustomed to. And so as we study color in relation to Life, we find that it is a force that moulds thought and influences our reactions to our environment.

Take a further example from the roots of human history. In Genesis we read:—

"I do set my bow in the cloud, and it shall be for a token between me and the earth."

Our individual opinions about the rainbow are unimportant. The fact remains that down through the ages, it has been and is still accepted as a symbol, yes, a manifestation of the Infinite, proclaiming to man the majesty, protection and care of Him who created all. It has been and is still a force that moulds man's thought and life and his reactions to his environment. The physicist may explain it as he will, but man's conception of it still remains that it is a symbol, proclaiming a message and this is all that counts.

Consider for a moment the rainbow from the standpoint of an advertisement. It stands out in its environment— attracts attention. It appeals because it satisfies an inherent craving of humans for color. It is majestic, and thus properly presents its author. And it proclaims a message and stimulates thought. Furthermore, it is in color—multi-color.

In the foregoing I have endeavored to convey two conceptions of color which I consider fundamental to its use in merchandising; first, that it is natural, satisfying an inherent craving; secondly, it is a force, stimulating or inhibiting action.

Now as to some specific phases of the use of color in industry. First I would like to protest against the indiscriminate and unthinking use of color which has recently been somewhat pronounced. Color is fine if it pays its way, otherwise it is a waste. One red egg added to ten red eggs, merely means one more egg. But one red egg of a beautiful hue, skillfully modelled, added to ten red eggs of indeterminate hue, without modelling, means something

(Continued on page 18)

NEWS FORUM

Powdrell To Start Spinning Plant. Recent news from Danielson, Connecticut, reveals that Powdrell and Alexander, Inc., widely known as the largest curtain manufacturer in the world, has recently leased that section of the Wauregan-Quinebaug Company west side plant known as Tiffany Mill, and purchased its spinning machinery with a view of beginning the manufacture of yarn. This plant, it is understood, will be under the supervision of John F. Gardner, Jr., for a number of years superintendent of the Quinebaug Mills prior to its closing.



Powdrell and Alexander are now said to be operating three plants in Killingly, at capacity, and other mills, known as the Connecticut Mills factory, and Attawaugan plant with a total of 1,150 persons on the payroll, or all that can be accommodated with the present facilities.

Chase Brass Establishes Warehouse in Providence. Improved business conditions coupled with a greater demand for their products within the jewelry manufacturing industry has recently caused the Chase Brass and Copper Company of Waterbury to establish a warehouse in Providence, at 301 West Exchange Street.

Distributing facilities in the new Chase warehouse are under the management of Fred M. Burton, who has been connected with the Chase organization for many years.

Remington-Rand Middletown Plant Reported in Full Operation. According to a public statement made August 14 by George K. Howland, plant manager, of the Remington-Rand Plant at Middletown, the factory has attained nearly 100 per cent capacity operation after 12 weeks of strike picketing. According to his reported statement, a 20 per cent increase in production has been attained during the previous two weeks and that 17 out

of the 18 company plants in the United States are operating nearly 100 per cent level. Payrolls were also reported at Middletown within 400 of the pre-strike figure of 1,330 employees.

Although strike pickets continue to harass workers with occasional verbal attacks, workmen are well protected en route to the factory by some forty state police and 30 Middletown police.

Conde Nast Reports Loss. Conde Nast Publications, Inc., and subsidiaries with plant at Greenwich, Connecticut, reported a net loss of \$5,971 for six months ended June 30, 1936. This compares with a net profit of \$30,043 during the first part of 1935.

Goss Optimistic on Brass Trade. John H. Goss, vice president and general superintendent of the Scovill Manufacturing Company, Waterbury and vice president of the Association, recently reported volume of business in the brass industry of Connecticut as unusually good for this season of the year. He pointed out that the normal summer slump does not end until September or early October. The recent increase in the price of copper and the result in heavy buying, he pointed out, is partly responsible for the betterment. In spite of severe competition, Mr. Goss reported his belief that good business would prevail for the remainder of the year.

Harmon Urges Planning at Fairfield Association Meeting. Dudley Harmon, executive vice president of the New England Council, with headquarters at the Statler Building, Boston, Mass., pointed out that official planning agencies in New England were called upon to invite the support of the business community for their plans and programs in an address delivered at the annual meeting of the Fairfield County Planning Association held at New Canaan, August 8.

Mr. Harmon commented especially upon the Fairfield Association for its constructive program for the further development of Fairfield County, mentioning as an outstanding accomplishment the planning and start of construction on the Merritt Parkway. Said he, "New England must have a substantial mileage of this type of motor-way, if it is going to hold its place in competition with other sections as an important industrial and commercial area, and a preferred vacation region."



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Change in Workmen's Compensation Act. A bill amending the Workmen's Compensation Act so that public officials will be included in the list of those eligible to receive compensatory payments in case of injury during the discharge of their duties will probably be introduced into the January session of the General Assembly, according to a recent announcement made by Leo J. Noonan, compensation commissioner for the First Congressional District. His decision is said to have been the result of a hearing at which he presided and in which Vito A. D'Urso of New Haven, secretary and treasurer of the State Board of Examiners of Barbers, was the claimant.

Under the present act, a public official, in the performance of governmental functions for the general welfare has no "contract of employment" with the government, and is therefore ineligible to receive compensation.



During the hearing it was shown that Mr. D'Urso, returning by automobile from Hartford to New Haven after the regular weekly meeting of the Board of Examiners of Barbers on April 27, 1936, was involved in a collision in Berlin. He sustained serious injuries to both knees, particularly the right, and was disabled until June 15. He had previously appeared before the State Board of Finance and Control for settlement regarding the accident and had been referred to the office of the compensation commissioner.

The bill proposed by Commissioner Noonan would amend the workmen's compensation statute to "include any salaried officer or paid member of any police or fire department, or any public official of any municipal corporation in the state, irrespective of the manner in which he is appointed or employed".

Hat Firm Asks Tariff Boost. Neumann-Endler, Inc., hat manufacturers of Danbury, joined with five other hat manufacturers in a request filed with the United States Tariff Commission asking for an increase in tariff duty on

hats and certain material for making headgear. Specifically the application to the Commission requests an increase of duty on "bodies, hoods, forms and shapes for hats, bonnets, caps, berets and similar articles, manufactured wholly or in part of wool felt, whether or not pulled, stamped, blocked or trimmed, including finished hats, bonnets, caps, berets and similar articles".

Other firms joining with the Danbury corporation in making this request are the Merrimac Hat Corporation of Amesbury; Mohn Brothers Company, Reading; F. & M. Hat Company, Denver, Pa.; George W. Bollman & Co., Adamstown, Pa., and Beebe Manufacturing Corporation, Beacon, N. Y.

State Processing Tax Claim Totals Near Half Million. Approximately 250 claims for refunding of processing taxes, roughly estimated to total \$500,000, are now pending with the Bureau of Internal Revenue for Connecticut.

Claims have been filed in accordance with provisions of the Revenue Act of 1936, which permits the filing of claims up to the end of this year. Many others are expected here, and special forms have been printed and made available to those desiring to make claims.

Claims may be entered on articles processed wholly or in chief part from commodities which were subject to processing tax under the Agricultural Adjustment Act. The Revenue Act of 1936 provides that refunds may be sought by persons who had floor stocks on hand January 1 of this year, when the Supreme Court invalidated the AAA, or by such processors who can prove to the satisfaction of the Commissioner of Internal Revenue that the processing taxes were absorbed by the processors rather than passed on to the consumer. Investigation of all claims will be carried on by the Bureau of Internal Revenue for Connecticut, these reports being transmitted to Washington for action by a special claims board set up in the Internal Revenue Bureau at Washington.

Death of Horace B. Cheney. Horace Bushnell Cheney, 68, of 78 Forest Street, Manchester, Conn., former secretary and treasurer of Cheney Brothers, died Saturday, August 15 at the Santa Fe Hospital, Santa Fe, New Mexico of injuries resulting from an automobile accident on the previous Wednesday. Mr. Cheney, with his wife and daughter, Miss Hannah Cheney was visiting his son and daughter-in-law, Mr. and Mrs. Roger Cheney at Santa Fe.

Born in Hartford, May 19, 1868, the son of Frank W. Cheney and Mary Bushnell Cheney, and the grandson of Rev. Horace Bushnell, noted minister, Mr. Cheney received his secondary school education in Hartford Public

PIONEERS IN PROCESS CONTROL SINCE 1889



Now you can record *low range*

draft and furnace pressure!

Simplicity is a striking feature of Bristol's Low Pressure Draft Recorder. It is so compact you can carry it under your arm. Self-contained—nothing complicated or cumbersome, no auxiliary equipment.

Furnished in ranges from 0 to 0.2 to 0 to 2.0 inches water. Available either as a straight re-

corder or controller for automatically regulating dampers, valves, motor valves, etc.

BRISTOL'S
REG. U.S. PAT. OFF.

THE BRISTOL COMPANY, WATERBURY, CONNECTICUT

High School and attended preparatory school at St. Paul's, Concord, New Hampshire. He was graduated from Yale College in 1890.

Following his graduation he secured a job with his father, and in the Fall of 1890 entered the employ of Cheney Brothers, silk manufacturers, South Manchester, Connecticut. Starting as an apprentice in the broad goods department, he was later named manager of that department and promoted to production manager of the plant. Later he was named a director and elected secretary and treasurer, retiring from the latter in 1935.

Mr. Cheney was active in state and municipal affairs being chairman of the committee on legislation of the Silk Association of America for many years. He was also recognized as an authority on tariff legislation pertaining to the silk industry. For the state he served on the first State Tuberculosis Commission appointed by Governor Roberts giving unceasingly of his time towards the development of a program for the prevention and cure of tuberculosis.

In his home town he served six years as a selectman and during the entire period was chairman of the board of selectmen. He was also a member of the original charter Revision Committee which formulated the revised charter that became effective in 1909. He was a member of the original board of trustees of the Manchester Memorial Hospital, following its development from the very beginning.

In recognition of his contribution to the subject of "Human Engineering", the Society of American Engineers awarded Mr. Cheney the Gant gold medal for distinguished service in industrial management in 1934.

Mr. Cheney contributed much to the development of the Cheney Brothers policies of scientific management and to the technique of Jacquard weaving as applied to upholstering, decorative and dress goods design. In 1926 he collaborated with Garnet Warren in editing the book "A Romance of Design", an accepted reference on the subject of textile design as applied to the decorative field.

For many years he served as a director of two Hartford Insurance Companies, the Aetna (Fire) Insurance Company and the Hartford Steam Boiler Insurance and Inspection Company. In late years he had become interested in the art of wood carving and painting, the last year of his life being spent in writing a history of the Cheney family and important events in the history of Manchester, the book being unfinished at the time of his death.

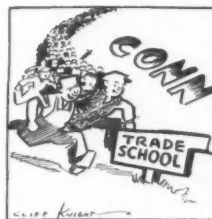
Besides his wife and daughters, Mr. Cheney leaves two sons, Roger and Charles Cheney of Hartford; five brothers, Charles Cheney, Howell Cheney, Austin Cheney, Frank Dexter Cheney and Seth Leslie Cheney, and four sisters, Mrs. Barrett Learned, Miss Dorothy Cheney, Miss Marjorie Cheney, all of Manchester, and Mrs. Charles A. Goodwin of Hartford.

His funeral was held Friday, August 21 from his home in Manchester.

Machine Shop Expansion at Trade Schools. Under authority recently granted by the State Board of Finance and Control, the State Board of Education will expand machine shop facilities at the State Trade Schools, principally to provide more equipment and instructors for machine shop courses which are now in great demand on account of general lack of apprentice training during the past six years and the limited facilities of the Trade Schools in these courses during the same period. To accomplish

the expansion the Education Department must borrow money originally appropriated to it for other purposes, and eventually must come before the General Assembly for a deficiency appropriation in order to make it up.

The Board of Control took the position that it could not grant extra money to the Education Department in a year when the General Assembly was to be in session, but it did approve transfer of \$180,000 within the department budget. Most of the money, it is said, will come from the account for State grants to towns for teachers' salaries. By law the Education Department is required to pay these



grants to towns that qualify but does not have to pay them until near the end of the fiscal year, after the General Assembly will have had time to act.

The expansions are planned at Bridgeport where the Education Department plans to spend \$25,000; New Britain, \$30,000; \$40,000 at Willimantic; and \$10,000 each at Hartford and Torrington to install this machine shop equipment. The remainder of the money is scheduled to be spent for instructors' salaries, supplies and services. Willimantic is the only town where there is no machine shop course now in existence.

Talcott Bros. to Sell Electric Franchise. The Connecticut Light and Power Company recently asked the Public Utilities Commission for permission to take over the distribution of electricity in Talcottville, Conn., now supplied to the village, located in the Town of Vernon, by the Talcott Brothers Manufacturing Company, which in turn buys the power from the Manchester Electric Company but owns its own distribution system.

It was brought out at the hearing that the Talcott Brothers now propose to sell their franchise in Talcottville and their distributing equipment to the Connecticut Light and Power Company.

State Makes Savings From Tercentenary Fund. The state tercentenary program is said to have cost Connecticut \$226,948 last year, leaving a balance of \$17,841.02 which is to be returned by the commission to the state treasurer. In the final report to Governor Cross it was revealed that 4,000,000 persons attended more than 3,000 Tercentenary events, with all but seven towns participating. The total cost of local celebrations is estimated at \$100,000, some of which were carried on without a deficit while others had a surplus.

Governor May Call Special Session Before Election. According to the plans of Governor Cross, recently made public, a special 10 minute session of the General Assembly may be called a few days before the November election to amend a State statute so that Connecticut's eight electoral votes may be counted December 14, 1936 in accordance with the new federal law, instead of January 6, 1937, as

prescribed in existing state act. The new federal law is the Norris "lame duck" amendment. The Governor's present plans, it is understood, call for adjournment immediately after this specific action is taken, but is scheduled to convene again a few days after election to act on other emergency measures, including an unemployment compensation bill to be drawn by the Governor's commission, which is now preparing its report on that subject.

The Governor's decision was said to have been reached after a conference with the Attorney General, Edward J. Daly, who felt that it was "conceivable" that the coming election can "turn on Connecticut's eight votes", and that no chances of legal difficulties concerning the counting of that vote should be left open.

* * *

Connecticut Gives More Than It Receives From Federal Government. Recent official figures reveal that federal relief expenditures in 38 states for 1935 amounted to more than the state paid into the United States Treasury through internal revenue taxes, with the exception of ten states which included Connecticut. All together the federal government received \$3,448,302,870 in corporation and individual income levies, excess profits and liquor taxes in the 1935-1936 fiscal year; while it spent \$4,353,805,322 on direct relief.

In Connecticut \$47,954,080 was collected by the federal government while relief benefits expended in the same year totaled only \$39,012,812.

* * *

Death of Tracy W. North. Tracy William North, 70, at one time connected in an executive capacity with the Naugatuck Footwear Plant of the United States Rubber Products, Inc., and more recently retiring as an executive of the Eastern Malleable Iron Company, Union City, died at his home at 73 Rockwell Avenue, Naugatuck, on August 3 after a month's illness. Mr. North had been associated with Malleable Iron Company for 35 years, retiring only a short time ago because of poor health.

Born in Susquehanna, Pa., November 29, 1866, the son of the late William T. and Sarah Beale North, he had moved to Naugatuck 50 years ago, where he has lived ever since. In his youth, Mr. North was a student of borough affairs and served for seven years as a burgess when the late Howard B. Tuttle was warden of Naugatuck. Throughout his lifetime, he was highly interested and a prodigious worker for the development of the community.

Surviving Mr. North are his wife, Mrs. Louise (Garrison) North; a daughter, Miss Margaret Louise North; and a brother, Robert B. North, all of Naugatuck. The funeral was held Thursday, August 6, at 2:30 p. m. from his home. Burial was made in Grove Cemetery, Naugatuck.

* * *

Safety Board's Plan Supported. The program of research, organization and publicity outlined by the Governor's Commission on Street and Highway Safety, headed by Colonel Samuel H. Fisher, recently received financial backing from the State Board of Finance and Control, it having approved a budget of \$11,164.49 in addition to that which had previously been allotted in the amount of \$9,700 last February and of which \$7,000 still remains.

Colonel Fisher, in presenting the matter to the Board for approval, stated that the staff consisted of two persons and that it was his desire to enlarge it in order to undertake research on "all kinds of things" pertaining to traffic

safety, including causes of accidents and the qualifications of drivers. The staff has since been augmented by the addition of Herbert Crapo, as director. He was formerly in charge of the State Publicity Division of the Connecticut Tercentenary Commission last year, and more recently connected with Case, Lockwood & Brainard, Printers of Hartford. Mr. Crapo, it is understood, was given a leave of absence by Case, Lockwood & Brainard to undertake the new work. Mrs. C. J. Campbell who was also associated with Mr. Crapo, Colonel Fisher and Mr. Olcott F. King, Jr. now executive secretary of the Safety Commission, has also accepted a position with the Commission.

* * *

Seventy Years with Malleable Iron Fittings. Lester J. Nichols, secretary of the Malleable Iron Fittings Company of Branford, Connecticut, completed on August 13 seventy years of continuous service with that company. He came to the Malleable Iron Fittings Company as shipping clerk on August 13, 1866, at the age of 17, with the intention of staying only one year to accumulate funds to pay his expenses at Yale College. But at the end of the year he was persuaded by Thorvald F. Hammer, joint proprietor of the business with his brother Emil Hammer, to stay on indefinitely with the growing concern.

Born in Middlebury, Connecticut, February 17, 1849, the son of Joel S. and Avis (Hoag) Nichols, lineal descendant of Sergeant Francis Nichols, one of the original settlers of Stratford, he was reared and educated in New Haven where he attended the public schools and the Yale Business College, now the Stone Business College, before taking his first job at the Malleable Iron Fittings Company. During his seventy years with the concern, Mr. Nichols assisted in and watched the growth of the Malleable Iron Fittings Company from a small foundry with a capacity of less than one ton of castings a day, to a group of foundries with a capacity of 6,000 tons of pipe fittings, 7,500 tons of malleable castings and 5,000 tons of steel castings a year. At the same time, he has watched and had a part in the growth of the town of Branford.

In 1887 he was one of the incorporators of the Branford Savings Bank of which he is now president, and in 1901 was made secretary of his company which position he still holds at the age of 87.

To honor his long period of service, the Malleable Iron Fittings Company's officials and staff gave a dinner for him at the First Congregational Church on the night of the anniversary. At the dinner were 17 other guests of honor who have each served the company from forty to fifty-six years, which, together with Mr. Nichols' seventy years of service, totalled 775 years. The skill and loyalty of these employees over such a long period has undoubtedly been an important factor in the success of the company. Other guests of the evening included the Directors, office and factory clerical forces, department heads and foremen, making a gathering of over one hundred persons who desired to extend their congratulations to Mr. Nichols.

Except for the misfortune of breaking his hip a few years ago when near the four-score mark, which left him partially lame, Mr. Nichols' general health has been good, and he retains a large measure of the physical and mental vigor which have characterized his life. In an interview with a BRANFORD REVIEW reporter, when the word "success" was mentioned, Mr. Nichols declared that the true measure of success—for himself or for any other man—was well stated in a poem which we reprint as a worthy objective of any man, as follows:

WHAT IS SUCCESS?

Succeeding is speaking words of praise,
In cheering other people's ways,
In doing just the best you can
With every task and every plan.
It's silence when your speech would hurt,
Politeness when your neighbor's curt.
It's deafness when the scandal flows
And sympathy with others' woes.
It's loyalty when duty calls,
It's courage when disaster falls,
It's patience when the hours are long.
It's found in laughter and in song.
It's in the silent time of prayer,
In happiness and in despair.
In all of life and nothing less,
We find the thing we call success.

★ ★ ★

Gilbert Clock Company Busy. The William L. Gilbert Clock Company of Winsted, Connecticut, has recently received an unusually large number of orders, requiring the employment of additional persons. This new rush of business is especially encouraging since the normal experience at this time of year has been a slackening of the business trade. Now, more than 400 are employed at the factory on a full-time basis.

★ ★ ★

New Sub Keel Laid. The Electric Boat Company at Groton, Connecticut, more recently laid the keel for the submarine Skipjack, to be constructed for the United States Navy. The submarine is the last of three to be constructed as called for in a contract awarded to the company last September.

The Salmon and Seal, the other two boats on the contract, had their keels laid at the Groton yard April 15 and May 25, and are now under construction. Also under construction ashore is the submarine Permit, scheduled to be launched October 5. The submarines Perch and Pickrel were launched May 9 and July 7, respectively, and are now being completed on the company's main wharf.

★ ★ ★

Earnings Up at McKesson & Robbins. McKesson & Robbins, manufacturers of drugs and allied products with principal plant at Bridgeport, Connecticut, reported for six months ended June 30, net income of \$1,250,703, which is equal to 35 cents a share on new common stock capitalization against \$789,825 or 4 cents a share on the old common stock in the first half of 1935.

★ ★ ★

Gain in Powdrell Profits. Powdrell & Alexander, Inc., of Danielson, Connecticut, has reported net profits of

\$139,546 for the six months ended June 30, which is equivalent after dividend requirements on 7 percent preferred stock, now retired, to \$2.35 a share on 55,788 no-par shares of old common stock. This net profit since the recent split up of 4 to 1 in common stock is equal to 59¢ a share on 223,512 shares (par \$5) of new common stock.

For the first six months of 1935 the net profit was only \$61,323, or less than half of that for the first six months of 1936.

★ ★ ★

Veeder-Root Nets \$308,924 Income. Veeder-Root, Inc., manufacturers of counting devices, and die castings, has reported a net income of \$308,924.17 for the 24-weeks period from December 31, 1935, to June 20, 1936, after deduction for depreciation, interest and Federal income tax, according to President Graham H. Anthony.

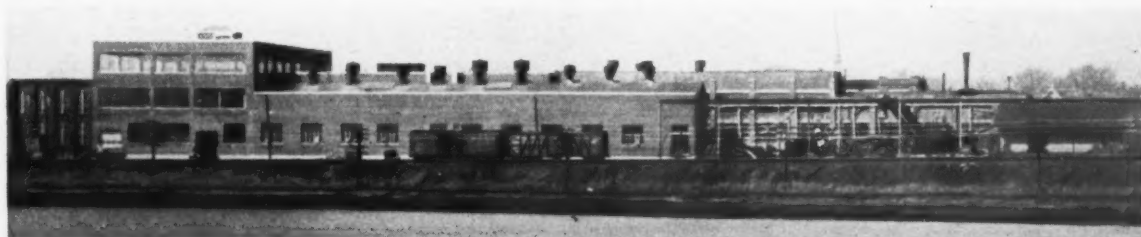
Meeting on Thursday, July 30, Veeder-Root directors declared the regular quarterly dividend of 50 cents a share, and an extra dividend of \$1 a share, both payable September 15 to stockholders of record September 1. Due to the requirements of the new tax law on undistributed earnings, the board changed the date of dividend payment from the first to the fifteenth of the month to allow time for the necessary inventory.

Capital and surplus as of June 20 amounted to \$2,787,172.97, or a gain of \$207,407.57 over the total as of December 31, 1935. Total assets at the close of the period amounted to \$3,141,406.81, an increase of \$264,735.97 over the December 31 figure.

★ ★ ★

Caproni Feels Construction Upturn. Leo F. Caproni, architect and engineer, of 742 Elm Street, New Haven, who has planned and constructed a large number of factories in New England, as well as making many improvements and betterments, has recently reported a strong upturn in factory construction and repair activities. While his company specializes in the design and construction of factory buildings, Mr. Caproni reports that their work does not end there but continues into the field of industrial engineering, assisting management to arrive at proved costs, the rerouting of materials and making arrangements for proper handling and storage. It also studies and makes recommendations of methods of production. The range of work done by the Caproni organization may be gauged by the fact that it has done construction work during the past year, among others, not mentioned, as follows:

Reconstructed large wire plant, placing brick and steel fireproof buildings over wooden sheds while the plant was extremely busy, thus practically doubling the plant's capacity by modern design and the right type of machinery properly arranged; added a story to a three-story tack building; rearranged factory partitions opening up new floor space, for a large manufacturer of lamps; erected a



PLANT built recently for a Connecticut wire company by Leo F. Caproni, New Haven

terminal for a large motor line and converted a standard building into another terminal; and reconstructed a fire-proof railroad trestle and storage shed for foundry materials for the largest manufacturer of heavy machinery in the state.

The photograph below shows the finished job of reconstruction accomplished last year for a large wire manufacturer in Connecticut.

★ ★ ★

Kazanjian Predicts Boom. In a recent address before The Rotary Club of Naugatuck, Calvin K. Kazanjian, president of Peter Paul, Inc., one of the nation's largest candy manufacturers, located at Naugatuck, Connecticut, predicted a boom within the next three years equal to that of 1929. In his talk, Mr. Kazanjian stated that the drop in savings deposits and the shortage of money three years ago accounted for bad times, and showed that the amount of money available has been increasing for the past three years, and would top the 1929 figure of 58 billions in deposits within three years. He predicted also that the present upward business trend cannot be stopped by the result of the coming election this fall.

★ ★ ★

Aviation Leaders to Meet in Hartford. Leading aviation experts from all parts of the United States, members of the National Association of State Aviation Officials, are scheduled to meet in Hartford September 24 to 26, according to a recent announcement by Charles L. Morris, State Aeronautics Commissioner.

Speakers at the meeting, where 150 persons are expected to be in attendance, will include aviation experts and insurance men from all parts of the nation. It is understood that Hartford was chosen for the national meeting because of the splendid reception the New England section received at the meeting held there last Fall which Commissioner Morris and his assistants arranged.

★ ★ ★

American Chain Revises Plans. Directors of the American Chain Company, are understood to be considering a new plan in connection with present preferred stock on which dividends are in arrears, according to a statement made at the close of the stockholders' meeting held in Bridgeport on August 13. Although final details have not been completed, the plan is said to involve the creation of a new issue of convertible preferred stock.

★ ★ ★

Bristol Introduces New Cycle Controller. Bristol's Model 6088V Process Cycle Controller, recently introduced to the trade by the Bristol Company, Waterbury, Connecticut, is described in its Bulletin No. 447, available upon request at the company's home office. The Model 6088V Controller has adjustable features which make it suitable for use, particularly in the rubber and molded plastic industries, where variable speed controllers are required.

★ ★ ★

Vacations With Pay at Ingraham. The E. Ingraham Company of Bristol, Connecticut, manufacturers of clocks and watches, have joined the ever-enlarging group of companies in Connecticut giving vacations with pay to workers. All employees who entered the company prior to January 1, 1935 and have been continuously employed

ever since are eligible to vacations of 3 days to one week with pay, depending upon the length of service. The plan is a purely voluntary one on the part of the company for the year 1936 only, since it cannot commit itself in future years because of the possibility that the heavy increase in taxation, particularly the new Social Security Tax may forbid such action in the future years.

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N.I.C. Offers Clip Sheet Service. The National Industrial Council has recently made available to plant publications and house organ magazines through the Public Relations Department, National Association of Manufacturers, 11 West 42nd Street, New York City a regular clip sheet service, which may be had by the management of any company or the editors of any of these publications on request. These clip sheets which deal with factual experience of American business and other phases of economics are perforated so that any articles of interest may be neatly torn out and pasted into dummy form for publication without credit.

The National Association of Manufacturers also has available three educational slide films entitled, "Men and Machines", "Flood-Tide" and "Delight of a Nation", which are available for showing at various affiliated organizations and companies, and all revealing the growth of American industry and business and the factors involved therein.

WARREN M. BROWN

CERTIFIED PUBLIC ACCOUNTANT

SIXTY FOUR PEARL STREET

HARTFORD

CONNECTICUT

ANNOUNCEMENT

Nearing the close of its 14th year of publication by your association, CONNECTICUT INDUSTRY will soon announce in bulletin form an outstanding new department which should bring worthwhile benefit to every manufacturer participating in it.

DEPARTMENTS

Accounting Hints for Management

Contributed by Hartford Chapter N. A. C. A.

Standard Time as a Basis of Labor Measurement. During periods of rising hourly labor rates, factory managers require an accurate measure of labor output. It may be that with shorter hours together with the incentive of higher pay, productivity of labor has increased in a measure substantially to offset apparent higher costs. Management should know the real effect shorter hours and higher rates have on costs. The best way to acquire this knowledge is to have a basic yardstick, unchangeable within reasonable limits, against which results may be measured.

One of the most effective and simplest methods to set up this yardstick is by using time instead of money for comparisons. This can be done by the conversion of piece work rates expressed in dollars and cents into minutes or hours, thereby eliminating the variable element of changing "take outs" from period to period. In case of day work the necessary time to do each job should be set up as a standard time kept within this standard. All job requirements as to time should be set preferably on the basis of time study. Experience in the particular kind of work involved and qualifications to discover economical ways and means to do each job are a prerequisite of the men selected to make the studies.

This method as suggested is commonly known as the "standard time" basis of labor measurement and wage payment. It can be used as an accurate measure of output not only for the production of the entire plant but for output of each department or production center. After information for a reasonable period of time has been accumulated, direct comparisons can be made on the basis of common units, between each department to check results. Primarily, the results obtained during high labor take outs can be definitely checked with periods of "normal" or low hourly rates for the whole plant. These comparisons will not require vague allowances for changing bases of wage payments.

"Standard Time" has in recent years become highly favored in some of the largest manufacturing plants in the country and is being generally accepted in smaller concerns when the advantages are fully known. Labor elements have also expressed satisfaction with the method because simplicity of terms renders clear understanding.

Fairness to the individual direct labor operator and the provision of an effective measuring device establishes "standard time" as a method worthy of use in practically all well managed manufacturing concerns.

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Hartford Chapter Announces Program. The Hartford Chapter of the National Association of Cost Accountants has announced its program for the Fall and Winter season as follows:

September 15, 1936. Cost Accounting today in the Light of New Federal Taxes, Mr. A. D. Berning, Resident Partner, Ernst & Ernst, New York City.

October 20, 1936. Trend of Federal Legislation Affecting

Price Making and Distribution Costs, Mr. A. B. Gunnarson, U. S. Chamber of Commerce, Washington, D. C.

November 17, 1936. Inventory Valuation from the Public Accountant's Viewpoint. Mr. Albert Dixon, Jr., Hadfield, Rothwell, Soule & Coates, Hartford, Connecticut, Inventory Valuation from the Industrial Accountant's Viewpoint. Mr. Louis Schuster, Assistant Comptroller, Chase Companies, Waterbury, Connecticut.

December 15, 1936. Operating for a Profit, Mr. S. S. Gwillim, Secretary, Trumbull Electric Mfg. Co., Plainville, Connecticut.

January 19, 1937. Sound Money and Its Influence on Accounting. Mr. George B. Roberte, Vice President, National City Bank of New York.

February 16, 1937. Statistics and Budgets as Applied to Distribution Costs. Mr. Schoenfeldt, General Electric Co., Bridgeport, Conn.

March 16, 1937. Effect on Accounting by the Robinson Patman Bill. Mr. J. H. Gilbert, Treasurer, Chase Companies, Waterbury, Conn.

April 20, 1937. Factory Control Through Incentives. Dr. Charles Reittel, Stevenson, Jordan & Harrison, New York City.

May 18, 1937. Open Forum. George Osborne, Leader, International Silver Company, Meriden, Conn.

There is a standing invitation to manufacturers and industrial accountants to attend these meetings.

Foreign Trade

Treasury Withdraws Countervailing Duties. On August 14 the United States Treasury withdrew all countervailing duties imposed upon imports from Germany. It acted upon the receipt of assurances from that country that the subsidization of exports would cease. The countervailing duties had been established by the United States two months previous as a penalty against subsidized German imports.

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U. S. Foreign Trade Continues Upward. Preliminary foreign trade figures for June, issued by the Commerce Department late in July, reveal U. S. imports of \$192,233,000 and exports at \$7,045,000 above that figure. Exports for the month revealed a continuing upward trend of foreign trade from last year, being 9 per cent greater in value during the month of June than during the same month last year, and imports 23 per cent greater. During the first 6 months of 1936 exports gained 13 per cent and imports 17 per cent in value as compared with the first half of 1935.

The increase in exports over June 1935 was said by department officials to be due chiefly to increased shipments of tobacco, lumber, machinery, aircraft and iron and steel semi-manufactures. The increase in imports was attributed largely to purchases of sugar, crude rubber, fur skins, whisky and spirits, unmanufactured cotton, cotton cloth, unmanufactured wool and wool manufactures, lumber, nickel and tin. One of the largest declines in the export column was listed for unmanufactured cotton,

which the department attributed principally to a sharp drop in Russian and Italian demand.

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Anglo-American Trade Approach. The presence in London of the Secretary of Commerce, Roper, has recently given rise to the report that the success of the trade agreement between the United States and Canada has made British statesmen more receptive toward the opening of trade negotiations with Washington. The statement by Mr. Dunning, Canadian Finance Minister, that the mutual benefits resulting from the agreement between Canada and the United States are likely to be cumulative, has apparently impressed London newspapers with the advantages to be found in closer trade relations with the United States.

An Anglo-American trade agreement, with an understanding as to currency stabilization, it is believed, would have a profound effect upon other countries that continue to adhere to the delusion that bilateral agreements that revive barter in its crudest forms, can take the place permanently of multilateral trading, which has evolved in conformity with the modern system by which international balances are settled. The recent denunciation of this barter system by Dr. Hjalmar Schacht of Germany, President of the Reichsbank and Reich Minister of Economic Affairs, is considered to be most significant of the general trend of thought abroad regarding discriminatory bilateral trading, which has been the customary practice in many foreign countries during the recent depression years.

Transportation

Truck Strike Settled in Hartford. Disagreements between Hartford operators and truck drivers over hours and wages were recently settled for another year when eight motor transportation employers of that city, and one from New Britain signed a contract with John J. Murphy, business agent of Local 671 of the International Brotherhood of Teamsters, Chauffeurs, Stablemen and Helpers of America. The agreement approved by both the operators and the union, effective for one year, provides for a 2½ cent raise, from 57½ to 60 cents per hour in the pay of local drivers; gives road workers wages for pick-ups and deliveries, exclusive of their terminal stops; and virtually standardizes the running time between Hartford and New York and Boston at eight hours.

The companies signing the agreement include: Adley Express, Consolidated Motor Lines, Byrolly Transportation, Faiman Motor Lines, Perrett and Glenney, Mashkin, Wooster Express, and Seaboard Freight Lines, all of Hartford and the Edward J. Fagan Express of New Britain.

The State Board of Mediation and Arbitration assisted in settling the controversy which, according to Professor Fisher of the Board, has settled amicably 34 labor disputes out of 40 controversies during the past year.

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New Haven Reports Passenger Revenues Increasing. Trustees of the New Haven Road announced on August 19th that the gross passenger revenues for the month of July were 15 per cent greater than for July 1935 compared with an increase of only 1½ per cent for the previous month of June over the same month in 1935. The foregoing percentage does not allow, however, for added expense incident to handling the additional traffic.

New Type Locomotive for New Haven. The New Haven Road last month put into operation a new and radically different type of steam locomotive, powered by fuel oil, and known as the Besler engine. The new locomotive, built by the E. G. Budd Company of Philadelphia is of different design than the ordinary Diesel engine of the type now hauling the Comet and entirely unrelated to the existing steam engines. The New Haven is the first eastern railroad to try this type of locomotive which is claimed to be more economical than the Diesel engine and equally efficient.

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Utility Commission Prescribes Truck Coal Rates. The Public Utility Commission of Connecticut which recently prescribed a scale of minimum rates applicable to contract carriers for the movement of bituminous coal in motor trucks from tide-water to interior points in Connecticut has still more recently been called upon to investigate the rates and services of an individual contract carrier because of certain irregularities, and with a view of prescribing a modified basis of rates.

Since the Commission was without essential data and sought co-operation, the Association enclosed a questionnaire to its members with its Transportation Bulletin No. 477, dated August 10, 1936. Members who have not answered this request which is to be made public only in totals rather than by individual companies, will do a great favor and incidentally assist in setting up an honest scale of rates by filling in and mailing the data at once.

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ICC Issues Orders on Collections by Motor Truck Carriers. The Interstate Commerce Commission has recently directed that in all cases where shippers or receivers of freight are "deliberately and purposely withholding payment of the tariff rates and charges for a length of time greater than that permitted by the Commission's regulations * * *, carriers to whom the transportation charges are due, must discontinue at once all credit arrangements with such shippers or receivers of freight and they must collect all tariff rates and charges before relinquishing possession at destination of all property transported by them in interstate and foreign commerce".

In its notice, the Commission also calls attention to Section 222(c) of the Motor Carrier Act, which provides in part that any shipper or consignee who shall accept or receive any concession or discrimination in violation of any provision of the Motor Carrier Act, or who shall knowingly or wilfully by any such means or otherwise fraudulently seek to evade or defeat regulation as in this part provided for motor carriers, shall be deemed guilty of a misdemeanor and upon conviction be subject to the penalties provided by the Act.

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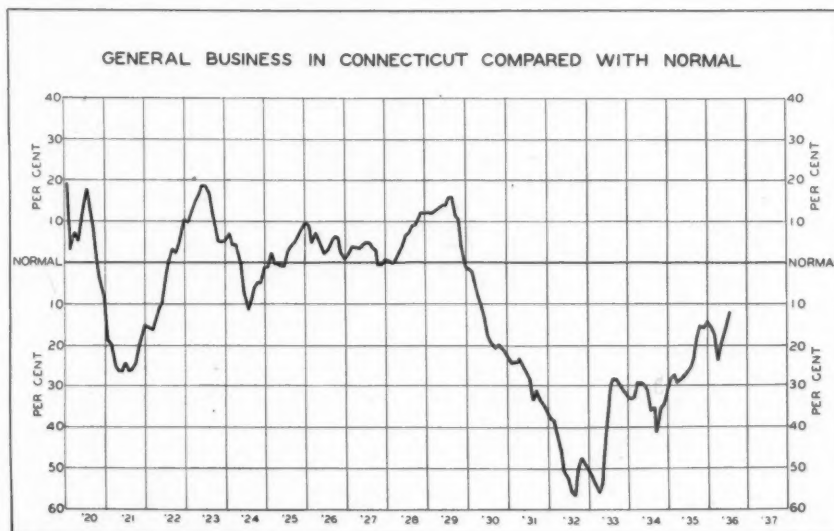
ICC To Investigate Hours of Service of Common and Contract Motor Truck and Motor Bus Employees.

Under Ex Parte No. BMC 2, the Interstate Commerce Commission has ordered an investigation of the matter of maximum hours of service of all employees of all common and contract carriers of property and passengers by motor vehicles in interstate or foreign commerce, including those operations over either regular or irregular routes, those engaged in seasonal operations, and those specifically referred to in Section 203(b), sub-paragraphs (4a), (4b), (6), (7), (8), and (9) of the Federal Act.

BUSINESS PATTERN

General Summary. The trend of general business activity in Connecticut during July continued sharply upward for the fourth consecutive month. The composite index which had risen from 24% below the estimated normal in March to 15% below in June stood at approximately 12% below in July. As was the case in the previous month, all components of the composite index advanced. Manufacturing activity, seasonally adjusted, increased further. The number of man-hours worked rose to about 8% below normal, the highest level since February 1930, while factory employment also showed a marked rise. Freight carloadings originating in Connecticut cities improved further with the expansion in manufacturing activity. Metal ton-

tries which shot up sharply over June. The weekly business index of the New York Times moved irregularly upward during July and in the first week of August entered new high ground in the recovery. Steel mill operations have been maintained at better than 70% of capacity and current indications are that there will be no material reduction in this rate in the near future. Weekly automobile production has declined less than seasonally but larger decreases are expected until production of 1937 models gets under way in September. Freight carloadings for the week ended August 1 were above any corresponding period since 1930. Further expansion in loadings in coming months may result in a shortage in rolling stock; the possibility of



nage carried by the New Haven Road was at the highest level in six years, due in part to unusually heavy shipments of copper and copper products. Activity in the building industry made further progress and was considerably above the level attained in July 1935. On the whole, the business picture was decidedly encouraging and available August data indicate no particular change in trend. Average daily freight carloadings for the period August 1-8 were 8% above the July average whereas in earlier years the usual increase was less than 1%.

In the United States, business activity also continued to expand during July. Automobile production was maintained at an unexpectedly high level as consumer demand persisted throughout the month. Output of iron and steel increased moderately over June. Steel ingot production rose to within 4% of normal and compared with July 1935 showed an advance of 73%. Freight carloading and electric power production also expanded moderately during the month while mill consumption of raw cotton increased further. The index of new orders for machine tools advanced to 150% of the 1926 level and was only slightly below the average level of 155% reached in 1929. The July peak was largely in response to orders from foreign coun-

tries which shot up sharply over June. The weekly business index of the New York Times moved irregularly upward during July and in the first week of August entered new high ground in the recovery. Steel mill operations have been maintained at better than 70% of capacity and current indications are that there will be no material reduction in this rate in the near future. Weekly automobile production has declined less than seasonally but larger decreases are expected until production of 1937 models gets under way in September. Freight carloadings for the week ended August 1 were above any corresponding period since 1930. Further expansion in loadings in coming months may result in a shortage in rolling stock; the possibility of

such a shortage has already resulted in several large orders for new freight cars. Wholesale commodity prices increased approximately 1% during the four weeks ended August 8 according to the index of the U. S. Bureau of Labor. Farm products and foods were up 0.9% and 1.3%, respectively, while textiles and building materials also rose about 1%. The price of steel scrap early in August continued to advance rapidly to the highest point since 1930.

Financial. Failures in Connecticut in the four weeks ended August 8 declined 18% in number from the corresponding period last year while the gross liabilities of failures also showed a decrease. The number of new corporations formed fell off 9% from a year ago but the aggregate amount of capital stock involved increased 12%. Real estate activity improved and sales exceeded last year by 33%. The total value of mortgage loans decreased from the preceding four-week period and was somewhat less than in the same 1935 period.

Construction. New construction work in Connecticut in July was above June and well in excess of a year pre-

vious. Total construction work in progress in spite of considerable expansion during the past twelve months was still only 50% of normal. In the four weeks ended August 8, the number and value of building permits issued in Connecticut ran 23% and 37%, respectively, above the corresponding 1935 period. On July 17, the contract was awarded for a 32-suite apartment building in Hartford to cost \$125,000 and on July 30, the contract was awarded for a classroom and dormitory building for the Kent School in Kent to cost \$225,000.

The total value of building contracts awarded in 37 eastern states in July increased substantially over June contrary to the usual seasonal trend. Based on the first 25 days of the month, new public works and utility projects registered a large increase over July 1935 while somewhat smaller gains took place in new residential building and in other non-residential building. Total contracts awarded increased approximately 75%.

Labor and Industry. Manufacturing activity in Connecticut plants declined less than seasonally expected during July with the result that the adjusted indexes of the number of man-hours worked and factory employment both advanced over June. Compared with July 1935, the man-hour index has risen 12 points to only 8% below normal while the employment index has gained 5 points and is estimated at but 4% below normal. The June to July trend was somewhat irregular in the various cities because of vacation schedules. In Bridgeport and New Britain, man-hours worked rose sharply above June and in the latter city reached the highest point since May 1930. In Hartford, a small decrease occurred and in New Haven and Bristol, activity was lower because of vacations. Employment in Waterbury brass factories expanded 2% over June and was 16% above July 1935.

Transportation. Freight carloadings of automobiles on the New Haven Road in July were the highest for that month since 1929. Loadings of building materials increased 52% over the same month last year while the shipment of merchandise in less-than-carload lots was up 3%. In the four weeks ended August 8, loadings originating in Connecticut cities exceeded the corresponding period of 1935 by 21%.

THE INFLUENCE OF COLOR

Continued from page 8

entirely different. One is natural; the others may not be. One is appropriate, the others may not be. They are all red, but in one case color has been used correctly.

At this point it is convenient to differentiate between color in product and color in sales presentation.

The choice of a color for a product is a matter that should be given considerable thought. There are many factors to consider, but here are a few of the important ones.

(a) *Appropriateness.* It is amazing how ridiculous, even repulsive, some colors appear that are not appropriate to the object on which they appear.

(b) *Harmony with environment.* Colors should be selected to harmonize with the environment in which they will be used. Do not theorize about this, test. What looks good on an executive's desk will scream on a woman's dressing table.

(c) *Environment at point of sale.* In some cases environment at point of sale is an important factor. One red egg added to ten red eggs is just another egg.

(d) *The element of trade mark or of house recognition.* The use of one predominant color, or a combination of colors often functions more effectively as a trade mark than a designed trade mark itself.

(e) *Cost of colored illustrations in sales literature.* Color combinations are limitless; some are simple, some complex. In any case the cost of such reproductions should be considered right from the start, otherwise it may be found that the cost of properly presenting a colored product in color is too great, thus losing a great part of the potential merchandising power of color in the product. Presenting a colored product to a prospective purchaser in black and white falls far short of the ideal, hence the need of thinking through from product to printed reproductions in color. This is a phase that is often overlooked.

(f) *Current color fashions.* In some products this is a governing factor.

The foregoing paragraphs do not fully cover the ground, but they are sufficient to indicate that the process of coloring products does not consist in merely buying a can of paint of the same color used by competitors and giving the products a bath. Please do not think me cynical, but I have in practice met many cases where the chief complaint was that they could not get a paint to match that used by a competitor. One red egg added to ten red eggs is just another egg; and they could not see it.

To repeat, the coloring of one's product is often the first and most important step in the efficient presentation of one's goods to the prospective purchaser.

The second phase is the use of color in sales literature. This breaks down into two main headings.

(a) Facsimile color reproduction of product.

(b) Decoration for the purpose of gaining attention, appeal, atmosphere, distinction, and so on, all of which may be characterized as the environment of the presented message.

There is no question that the ideal sales presentation of a colored product, is a colored printed reproduction. Where the article gets its color from nature the problem becomes one as to whether the increased sales volume produced from color justifies the additional cost. Speaking generally, it does, and pays a profit.

Where color is added to a product, cost of color presentation can be controlled materially if the principles outlined in this article are followed.

It is however in the field of decoration, of putting out an attractive sales piece that the rules governing the use and reproduction of color operate to the fullest extent. Here in this field color is linked with design, composition, format, size of piece and text.

In this phase, attention getting, distinctiveness, atmosphere and house recognition are some of the factors involved.

In closing it is my observation that as a whole industry is not using color as efficiently as it might. Much of it is just adding red eggs to red eggs. After a while it will become recognized that color can do a real sales job, and it will be purchased on that basis. This page is printed in black ink. If it were printed in blue you could read it easier. And in a dim light you could read it in blue, when the black would be illegible. I am curious to see if the editor will pass these last two sentences.

SERVICES AT YOUR DOOR

An alphabetical list of accessible services recommended to Connecticut Industry readers

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SOULE & COATES**
Certified Public Accountants
Hartford Stamford

KNUST & EVERETT
Certified Public Accountant
Conn. and N. Y.
15 Lewis Street Hartford

Scovell, Wellington & Co.
ACCOUNTANTS AND AUDITORS
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New Haven
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24 hour service to Connecticut
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First National Bank Bldg.
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WORKS, INC.**
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**APOTHECARIES HALL
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BRAINARD CO.**
Printers and Binders
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THE BRISTOL COMPANY
*Recording and Controlling
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TRANSPORTATION
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Coast-to-Coast Freight Service
New York — Boston

**DOLLAR STEAMSHIP LINES,
INC., LTD.**
*Inter-coastal—Far-East and
Mediterranean freight steamer
Service*
New York Boston

*Ask about rates for one or
more of these spaces.*

Service Section

On account of space limitations, the material and used equipment items offered for sale by Association members have not been classified by sizes or usage best adapted. Full information will be given on receipt of inquiry. Listing service free to member concerns. All items offered subject to prior sale.

materials for sale

CONDULETS and fittings, remnants of covering materials—velours, velvets, mohair, tapestries, denims, chintzes, and cretonnes, semi-finished and castellated U. S. S. nuts, pulleys, flat and crown face-steel and cast-iron; new shaft hangers, brass wire, brass rods, aluminum tubing, cold drawn steel—mostly hex; miscellaneous lot of material used in the manufacture of molded rubber parts and flooring, knife switches—new and many sizes; carload C. I. drop bases; lead pipe, lead sheet, acid proof pipe fittings, 124 bars screw stock varying thicknesses and lengths, white absorbent tissue process from cotton, rotary convertor colors and dyes—large anneal copper with high silver content in rolls J. H. Williams' wrenches variety, lacquers—several hundred gallons in assorted colors; and soft in assorted sizes.

equipment for sale

ACCUMULATORS, annunciators, baskets, beaders, beamers, bearings, belt stretchers, blowers, boilers, braiders, bronze runners, cans, cards, woolen; car loaders, chain, chairs, chamfer, clocks, time recorders; clock systems, colors and dyes, compressors, condulets, convertors, conveyors, cookers, cooking utensils, doublers, draftsman's table, drop hammers, drops, board; drums, drying racks, dyes, engines, evaporators, extractors or percolators, fans, filtering carbon, folders, forming rolls, frames, furnaces, gears, generators, grinders, grindstones, grinding wheels, guiders, headers, lamp shades, lathes, lifters, looms, De Laski circular; machines, automatic; machines, calculating; machines, compressing; machines, dieing; machines, drilling; machines, filing; machines, filling; machines, folding; machines, knitting; machines, mercerizing; machines, milling; machines, pipe-cutting and threading; machines, pleating down; machines, riveting; machines, screw; machines, threading; machines, tongue and groove; machines, washing; mercerizer equipment; millers, mixers, mills, mills rubber; mixing rolls, motors, oil circuits; oven drawers, paints and lacquers; panels, planers, plungers, pointers, presses, profilers, pulley drives, pumps, reamers, receivers, rheostats, safe cabinets, saws, scales, screens, seamers, shapers, shears, spindles, spinning mules, steam tables, steam warmers, stitcher, 192 monitor corner box switches, tables, tanks, toilet equipment, trucks, ash can; tube closers; wire, wire screw and yarders.

for sale or rent

FOR SALE. One No. 94 Monarch Oil Burning Furnace, 2,000 lbs. capacity, complete with all accessories including electrical equipment. Address S. E. 90.

FOR RENT. In Hartford, Connecticut, units of 5,000 to 16,000 sq. ft. in fully sprinklered modern building suitable for light or heavy manufacturing. Elevator, heat, watchman service included in rental. New York, New Haven and Hartford Railroad siding available. Out of flood area. Will rent at reasonable rates. For particulars apply to Billings and Spencer Company, Nelson Smith, 75 Pearl Street, Hartford, or your own broker.

FOR SALE. Empty casks by car load or truck load. Size approximately 40" long 34" diameter. $\frac{7}{8}$ " staves and 1" heads. One head removed but included together with the hoops in the cask. Suitable for repacking any heavy material up to 2,000 lbs. Price very reasonable depending on quantity. The Geo. A. Shepard & Sons Co., Bethel, Connecticut.

FOR SALE. Ideal water-front property with dock and railroad spur on Quinnipiac River, New Haven. Location excellent for erection of bulk oil or gasoline storage plant, or for manufacturer desiring direct outlet and inlet for water-borne tonnage. Address S. E. 92.

FOR SALE. Bliss Gang Press in good condition. 100" between up-rights. Equipped with punches and dies. Can be seen in operation. For sale very reasonable. Waterbury Mattress Company, Benedict and West Clav Streets, Waterbury, Connecticut.

FOR SALE. The former home and factory of C. L. Wetherbee at 22 Evergreen Avenue, Middletown, Conn. Factory has 6,000 sq. ft. suitable for light manufacturing, of wood frame mill construction with sprinkler system and low pressure steam heat with unit heaters and oil burner. The house has 7 rooms with hot water heat and oil burner. For further information write Franklin Wetherbee, Middletown, Conn.

wanted to buy

NEW PRODUCTS WANTED. A well equipped established Connecticut manufacturer wants to acquire additional lines of metal products or tools having a normal manufacturing season during the summer and early Fall months. Would prefer an established line that can be distributed through the hardware trade. Address your offerings to S. E. 89.

employment

COST AND FACTORY ACCOUNTANT. Young man, age 29, High School and Business College education seeks position as accountant. His experience has been in cost and general factory accounting. Desires position with CPA firm or manufacturing establishment in Connecticut or New England. Address P. W. 323.

COST ACCOUNTANT. Age 28, High School and College. Eight years' experience production and payroll work. Available at once. Operates Comptometer. References. Address P. W. 325.

EXECUTIVE. Man with very broad executive experience qualified to fill position as manager, treasurer or accounting manager seeks a connection in Connecticut or New England. References exchanged during interview. Salary demands moderate and consistent with opportunity afforded. Address P. W. 327.

ESTIMATOR. Position as estimator on tool and production costs, analyzing manufacturing operations and planning new production. Twenty-five years experience including metal stamping and screw machine products. Ten years as a tool and diemaker, fifteen on engineering, designing, checking, drawings and supervising. Present position, 2½ years, planning and estimating. Address P. W. 328.

MANAGER OR SALES MANAGER AVAILABLE. Has had unusually wide experience in advertising, sales management, manufacturing and general management. Has held important positions in middle west and New York. Qualified for best type of constructive merchandising. Now residing in Connecticut, desires connection with New England concern. Salary commensurate with results. Highest credentials as to character and ability. For interview address P.W. 330.

ENGINEER, ACCOUNTANT, PRODUCTION. Married man under 40, with unusually broad background of experience in such positions as production manager, industrial engineer and accountant, including cost accounting, desires to locate permanently with a manufacturing organization where his combined accounting and production knowledge can be utilized to the best advantage. He would be especially valuable to a metal working establishment or any company in the brass industry desiring to increase its production efficiency making it tie-in with proper accounting procedure. For interview appointment, address P. W. 331.

ACCOUNTANT, OFFICE MANAGER. Can furnish A-1 references. Experience, several years' assistant to comptroller of a large corporation. Thorough knowledge of office management, accounting and financial statements. Working knowledge of costs. Address P. W. 332.

STATISTICAL AND SALES PROMOTION EXECUTIVE. Dartmouth graduate with 9 years' experience with large Connecticut corporation as chief statistician and market researcher, and more than 10 years' experience in accounting, sales promotion and publicity work, desires connection along the lines of his experience with a Connecticut or New England concern. Because of his broad knowledge of business he is able to handle a variety of assignments to the advantage of an employer. For references and interview address P. W. 333.

SALES REPRESENTATIVE—PROMOTION. Man with pleasing personality, who has had 12 years' experience as a successful sales representative for two Connecticut corporations traveling in 37 states, Canada and Cuba, and who has had several years' additional experience as purchasing agent and in industrial relations, desires to make connection in a sales or industrial relations capacity with a progressive concern anywhere in the U. S. His military and business experience in combination should make his services a valuable asset within the branches of work mentioned. Address P. W. 334.

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FOR ALL LONG DISTANCE TELEPHONE CALLS to points more than 234 miles away!

Down goes the cost of all calls to any place more than 234 miles away, as the Bell System reduces long distance telephone rates for the seventh time since 1926.

Savings to long distance users in Connecticut from this latest reduction are estimated at \$60,000 a year, based on present usage.

The reductions affect the Day, Night and ALL DAY SUNDAY rates for both station-to-station and person-to-person calls.

In addition, overtime charges are now reduced on all person-to-person calls after the first six minutes of conversation. After that period, the charges will be the same as station-to-station overtime charges.

TYPICAL NEW LOW RATES

for 3-minute calls between	Station to Station		Person to Person	
	Day	Night*	Day	Night*
New Haven-Rochester	\$1.20	\$.70	\$1.60	\$1.10
New London-Washington	1.30	.80	1.70	1.20
Stamford-Bangor	1.45	.90	1.85	1.30
Waterbury-Pittsburgh	1.50	.90	1.90	1.30
Bridgeport-Cleveland	1.70	1.05	2.20	1.55
Hartford-Detroit	1.90	1.10	2.40	1.60
Stamford-Chicago	2.50	1.45	3.25	2.20
New Haven-St. Louis	3.00	1.70	3.75	2.40
Bridgeport-Dallas	4.50	2.75	5.75	4.00
Hartford-San Francisco	7.75	4.75	10.00	7.00

* After 7 p. m. weekdays and all day Sundays

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